

The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

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28 AUG 1978

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Deputy to the DCI for Resource Management

STAT FROM:
Director, Office of Community
Information Systems

SUBJECT: Report on Response to the House Permanent
Select Committee on Intelligence Request
for Study of Utilization of Executive
Agent Concept for Improving ADP Management

1. Action Requested: None; for information only.

2. Background: By your direction and in response to a request from the House Permanent Select Committee on Intelligence, the Office of Community Information Systems has conducted an examination into "the feasibility of an Executive Agent authority over selected cross-program ADP applications" together with "other approaches that will strengthen the management of the Intelligence Community's ADP resources."

The key word in the Committee's request is "selected." I am convinced, and there is consensus among ADP officials in the Intelligence Community, that the Executive Agent concept is a valuable tool for managing cross-program initiatives. The primary value of this concept is where problems are technical, e.g., where the Executive Agent functions as the day-to-day technical manager. There is less value in the concept if the problem involves broad policy. In these cases, the Executive Agent concept has the potential of seriously affecting the ability of a department/agency in the performance of its mission and functions.

The usefulness of the Executive Agent concept is demonstrated by the following systems, which have been brought into operation over the past several years utilizing this concept:

a. COMIREX Automated Management System (CAMS): Since its inception in early 1975, the CIA has acted as the Executive Agent for this Community-wide imagery tasking and reporting system. The CIA has line authority over technical planning and the day-to-day operations of CAMS, as well as major budgeting responsibilities for software development and central hardware procurement. Community users budget for their own terminals and for the communications necessary for access to the system.

b. Community On-line Intelligence System (COINS): In 1974, the DCI appointed ASD(I) to be the COINS Executive Agent and NSA to serve as the host agency for COINS. The Executive Agent, now ASD(C³I), provides planning and guidance to the COINS Program Management Office, and ensures the resource needs of the COINS system are coordinated with the DCI's Resource Management Staff. The day-to-day operation of COINS is the responsibility of the COINS host agency. NSA provides space and facilities for the system as well as necessary technical support. The budget for COINS is carried in the CCP, but as a separate and distinct "decision unit" to set COINS apart from NSA owned ADP systems.

c. Special Clearance System (SPECLE): Community records of special clearance assignments are maintained on this system. SPECLE began as a CIA unique system, but has evolved into a service which CIA provides for the Community as a whole. As the Executive Agent for SPECLE, CIA has authority for planning, design, and system operation. This arrangement works well and provides a cost-effective approach to this aspect of Community information handling.

d. Machine Translation: Within the DOD, the Air Force functions as the Executive Agent for automated machine translation of natural languages. The Air Force was selected because they possess the technical expertise needed to confront this particular problem.

The CIA-DIA Support to the Analyst File Environment (SAFE) Project is an example of another approach to the management of the Community's ADP resources using a modified Executive Agent concept. The assignment of Executive Agent authority for SAFE to either DIA or CIA was viewed infeasible because of the potential for organizational conflict which could have the effect of destroying any hope of project success. Therefore, a Consolidated SAFE Project Office (CSPO), jointly staffed by CIA and DIA, was created. The CSPO exercises line management over this project and receives administrative support from CIA. The CSPO reports to a "steering committee" consisting of senior ADP officials in CIA and DIA, as well as other executives concerned with requirements and implementation of the SAFE project. In effect, this committee functions as the "Executive Agent" for SAFE.

Another initiative aimed at improving ADP management through the Executive Agent concept is reflected in your decision to create the Office of Community Information Systems (OCIS) under the Deputy for Resource Management. While OCIS has no line authority over ADP systems or ADP operations, the office can play a strong coordination and review role in all aspects of ADP planning, programming, and budgeting at the Community level. OCIS should be your instrument for identifying initiatives in NFIP programs where Executive Agent authorities might be implemented. In this regard, I believe the creation of an Executive Agent must be carefully planned to determine if this approach to management will have a positive impact upon an agency or a military department's mission and operation. In other words, the need for an Executive Agent must be weighed relative to the problem itself, e.g., whether it is one of policy, resource acquisition, or technology.

4. As the focal point for your management initiatives in relation to Community ADP, the Office of Community Information Systems will consistently seek ways to improve the management of these resources through the use of Executive Agents. We will recommend to you the creation of new Executive Agencies when the appropriate circumstances exist and ways and means to improve the functioning of those which now exist.

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